

Self Assessment Instrument

1. What is the strategy you are using to mobilize your community or address your most pressing substance abuse problems? Why is this strategy effective? How will you be able to sustain the selected strategy over time, or make changes with shifts in your community?
2. What are the most important substance abuse problems(s) in your community that you are trying to address? Why have you chosen to address it (or them)? How do you know that those are the most serious substance abuse problems in your community? (What data and experience confirm your conclusions?).
3. What specific programs, policies, mobilization efforts, or additional actions must you and others take to address your priority issues? Why are these actions likely to be effective?
4. What other community institutions and leaders must be involved for your efforts to achieve greater success? How do you expect to get their collaboration and what roles do you want them to fulfill?
5. How do you know that your efforts are achieving the expected results? Who collects and analyzes the information necessary for you to make these conclusions? How is this data used to improve your prevention efforts?
6. What governance structure have you established to achieve your strategy and hold yourselves accountable and to ensure continuing community and financial support?
7. What mechanisms have you developed to ensure that your coalition reviews and publicly reports information about its efforts and about community changes that may affect your priorities, strategies and activities?
8. How does your coalition train, encourage and mobilize your current and future leaders, workers, and volunteers?
9. What is your resource development plans to ensure that you meet matching requirements and have long term sustainability for your strategies?
10. What are your plans for strengthening your governance structure to achieve your strategies and policies for getting money, maintain

focus on your highest priorities, and meet the needs of the project itself?

11. How do you relate to your host institution (where applicable)?
What do you expect financially from the groups that you work with?
What is the mix of public and private funding that you have to address the priority issue (s) identified in your planning process?

Add Value to Your Coalition with Volunteers

By Mark Yanick, M.A., and Rachel Emery

Volunteers are critical to the success of a coalition. In order to attract and retain new members, organizations must help volunteers understand their value within the group and make them feel part of a winning team.

Before actual recruiting begins, a coalition needs to do a bit of planning. This promotes efficiency in the recruitment process, and helps the organization to use the new volunteers more effectively.

First, an organization needs to pinpoint the reasons why it needs new members, as well as the types of volunteers it needs to fill these roles. Which voices are missing from the coalition? Business leaders? Youth? Religious organizations? Media partners? Who can rally support within the community, or represent underrepresented groups? What tasks does the organization need volunteers for? How many volunteers are needed? Does the coalition need members with specific skills, such as grant writing, bookkeeping, or public speaking?

Once a coalition has identified its own needs and goals, it can develop a game plan for recruitment. Delegate who will find new members, list strategies for recruitment, and set up a timetable for the process as a whole. It's also important to develop an engaging message for attracting new members. Again, it helps to know who the target audience is, and why their support is valuable for the coalition.

There is a whole host of ways to recruit volunteers, but bear in mind that these methods can be especially effective when used together:

- Conduct town meetings to educate the public about the coalition's goals and objectives, and to enlist their support for these efforts.

- Attend other community meetings and disseminate information about the organization, or launch a public relations campaign through the local media.
- Ask friends, family, colleagues, and current coalition members to point out

other potential members for the organization.

- Contact community leaders and known critical partners to the cause.

Don't underestimate informal recruitment, either—people are most likely to contribute time, resources, and skills when asked personally, especially by people they know.

Once a person volunteers for an organization, there are a number of things that group can do to enhance the volunteer experience and keep the person in their organization. This is important, because the longer a coalition is able to keep its members, the more experienced and skilled its average volunteer is likely to be.

When it comes to the care and keeping of volunteers, Gillian Kaye, in Meredith Winkler's *Community Organizing and Community Building for Health* (1997) describes the six R's: Recognition, Respect, Role, Relationship, Reward, and Results. Give coalition members enough freedom and headroom to fully contribute their unique skills, creativity, perspectives, and experience. Match them with jobs that best fit their talents and interests. Really let them own their particular projects and tasks, and give out recognition and praise for a job well done. This helps make the work enjoyable and the experience meaningful.

At the same time, be sure to provide enough guidance and support to prevent volunteers from feeling overwhelmed. Provide adequate orientation resources, and be sensitive to volunteer needs for child care and technical assistance. Give clear job descriptions to each coalition member, and be up front with expectations. Many people are reluctant to volunteer because they fear the time commitment. Organizations can help by breaking down big projects into smaller, more manageable pieces, and dividing the work between several people.

Ultimately, people stay more motivated when they feel that their work is actually making a difference. Be sure to recognize and celebrate the victories and contributions, whatever the size, of both individual volunteers and the group as a whole. Remember, the major reason people do not volunteer is simply that they were never asked.

Enhancing Volunteer Participation: How to Keep them Interested

By Mark Yanick, MA

After you have recruited volunteers to your coalition, the next step is retaining them. Serious consideration should be given to keeping members involved, energized, and productive. For example, coalition volunteers need to know the expectations for their involvement up front. Provide each volunteer with a job description. Let them know how much time is required for each task. Do not waste time in meetings or discussions that are not pertinent to their role in the coalition. Understand that their time is valuable and acknowledge this with them. Here are some more suggestions:

Delegate tasks. Many people are reluctant to volunteer because of the time commitment. Avoid perpetuating this fear and be careful not to overload one person with a huge assignment. Instead, break down projects into smaller, more manageable pieces that can be completed by several members.

Make the experience more meaningful. Allow volunteers to take ownership of projects. Give them the freedom to be creative. Upon a project's completion, be sure to provide public and personal recognition for good work—through awards, newsletter articles, verbal kudos at meetings, thank you gifts, etc.

Create networking opportunities. In forming committees, strive for balance—not only in terms of personality types, but also professional interests. Let prospective committee members know with whom they will be serving. Allow enough time for networking and discussion.

Create opportunities for personal and professional development. Bring outside speakers and trainers in to provide new, relevant information, skill building, professional training, or personal development for coalition volunteers. Examples might be: stress and

time management, current drug trends, pharmacology, grantwriting, etc.

Provide technical assistance. Let volunteers know whom they can call with questions or concerns, and be sure that their concerns are dealt with in a timely manner. Communicate with them regularly providing information they can use in their coalition member/volunteer capacity.

Make the work enjoyable. Work to maintain a collegial, supportive, healthy, and safe environment for coalition members and volunteers. Show appreciation for their time by providing meals and other comforts when the work takes them away from their families/homes during meal times.

Establish a regular time and place for meetings. Attendance is likely to be improved if members have adequate advance notice of meeting dates and times. Consider an annual calendar with this information.

For further questions or information about this topic, please contact training@cadca.org.

Sustaining Coalitions: Key Elements

By April Brubach

Sustainability is not about hiring a good grant writer or obtaining funding that isn't consistent with your coalition's purpose. It's about more than money. Sustainability is about creating an effective coalition that brings together a community to develop and carry out a strategic plan that effectively addresses a relevant problem. This article is the first in a series on coalition sustainability developed by CADCA's National Coalition Institute.

Coalitions that are short-lived due to lack of sustainability planning can create an atmosphere of distrust within the community, and can limit participation by the community in future community problem-solving efforts.

Many grant opportunities require that coalitions describe how they will sustain their efforts after funding has ended. Research in the field has

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found several key elements that sustained coalitions have in common and have helped promote their longevity.

As a self-improvement exercise, coalitions may consider whether or not they display these key elements. Keep in mind that successful strategies used by coalitions will vary based on the unique qualities of their community.

Leaders who take responsibility for their coalition's success

To help the coalition succeed long-term, leaders should take responsibility for setting the public agenda for change, brokering connections among people and resources, and leveraging additional or new resources for projects.

Involvement of community leaders, community partner organizations, and a wide variety of community members

Coalitions should include key community stakeholders who are well-positioned to soften the resistance and barriers to coalition efforts. In addition, coalitions should have members that are part of the affected population. Involving those most affected, coalition efforts will be informed about problems and potential barriers to the solutions. Also, by working together with partner organizations and the private sector, coalitions can build capacity, raise community awareness, and avoid duplication of effort. All partners should be doing their part and contributing toward the effort.

Diversified funding from the start

A fundraising program should be part of the strategic plan for coalitions. Through implementation over time, coalitions become more effective at raising funds that in turn lead to a greater capacity and further increase the chances of survival. Funding can come from a variety of sources, including government, private foundations, local businesses, and in-kind donations.

Solid Infrastructure

Strong administrative functioning helps coalitions operate efficiently. It also aids the coalition's ability to document outcomes, which can lead to additional funding.

A clear focus on the coalition's goal

Through strategic planning, which includes the development of a clear, measurable goal, your coalition enlists all of its members to work toward a single aim. With this focus, your coalition's efforts can become more effective at achieving community support and funders.



Address problems the community cares about and demonstrates results

In order to sustain coalitions, the interest and participation of the community and key stakeholders must be maintained. Your coalition encourages participation by effectively addressing problems that the community cares about.

Comprehensive coalition planning builds sustainability

A comprehensive plan builds coalition sustainability and includes short-term program funds and resources, communications, evaluation and data collection, training and technical assistance, fundraising, and administrative operations.

Ability to adapt to changing community needs

Coalitions need to adapt to the changing needs of the community. The problems facing a community change over time and in order to stay relevant your coalition needs to periodically "take the temperature" of the community at large.

CADCA has publications to order that are helpful in coalition sustainability:

Strategizer 36, "Coalitions 102: Leadership: Sustaining the Momentum", and Strategizer 21, "Lessons on Coalition Building." Both publications can be ordered online at www.cadca.org.

For further information about this topic, read:

"Sustaining Comprehensive Community Initiatives: Key Elements for Success". Financing Strategy Brief. The Finance Project. (Apr 2002).

Lodl, K. and Stevens, G. "Coalition Sustainability: Long-Term Successes & Lessons Learned", Journal of Extension, Vol 40, No 1 (Feb 2002).

"Sustainability Planning Workbook", The Finance Project, July 2003, Cost \$125.

April Brubach is the Manager of Dissemination & Coalition Relations at CADCA's National Coalition Institute. You may contact her at abrubach@cadca.org.

Sustainability: Principles of Collaborative Leadership

By April Brubach

Strong leadership is essential to sustaining community coalitions. Having a leader who takes responsibility for the success of the coalition by setting the public agenda for change, brokering connections among people and resources, and leveraging additional or new resources for projects can go a long way in supporting the longevity of a coalition. Effective leaders see the big picture. Jane Callahan, Director of the National Coalition Institute and former Director of Fighting Back Partnership of Vallejo, California agrees that leaders should "Look for trends and opportunities and "creatively" align strategies with emerging opportunities."

This follow-up article to the May 20, 2004 "Sustainability: Key Elements" seeks to detail important principles of leadership that help coalitions improve effectiveness and sustainability over time. Coalitions that effectively address local problems are typically made up of diverse members of the community. The challenge for coalition leaders is to encourage positive communication and group decision-making across the variety of personalities, agendas, and skill sets of members. Research suggests a collaborative style of leadership helps sustain coalitions. Leaders can focus on developing skills that are based on the principles of collaborative leadership as one method for improving the long-term outlook of their organization.

LEADERSHIP PRINCIPLES

Keep the coalition focused on goal:

Successful collaborative leaders keep the diverse members attuned to their common goal while keeping an eye on the big picture to help inform group processes.

Locate, persuade and utilize influential champions and partners within the community:

Strong leaders bring community ties to the table and develop partnerships with organizations and individuals that help sustain the coalition.

Maintain and protect collaborative decision-making, planning and infrastructure building processes:

Instead of being the decision-maker, collaborative leaders actively seek to continue the group decision-making, planning and infrastructure building processes.

Diversify, motivate and energize your coalition's volunteer base:

In order to increase your coalition's sustainability, leaders should help recruit diverse community members, get them involved in ways that are meaningful to the volunteer, and keep them feeling upbeat about their experience as a member of the team.

Help resolve member conflicts:

Collaborative leaders can make deliberate efforts to help resolve member conflicts in open, unbiased ways that encourage compromise.

Communicate with the community:

Coalition leaders that bring excellent written and verbal communication skills to the table help get the coalition message out to the community and potential partners.

Cultivate leadership in coalition members, including youth:

Coalitions gain momentum under the initial inspired involvement of those who establish the coalition. However, in order for a coalition to sustain that momentum, it is crucial that new leadership is both allowed and encouraged to develop.

These leadership principles require a high level of commitment and connection to individual team members, the coalition as a whole, and addressing problems that are negatively impacting the health and safety of the community. As noted in CADCA's Strategizer 36 on Leadership: "It is important to realize that when we are not tuned in to those we are leading, we are more likely to choose the leadership style that fits our personal style and is our personal preference, rather than considering the nature of the situation or the needs and wants of those we are leading...However, to increase our effectiveness as inclusive leaders who try to create empowering situation in which others will grow and pursue a unified vision, we need to be flexible and be able to adapt our styles to meet the needs of the situation and the individuals involved".

For further reading:

Trasolini, S., Chrislip, D., Larson C., W.K. Kellogg Foundation & The Healthcare Forum, Sustaining Community-Based Initiatives: Developing Community Capacity, Chapter 1, Leadership: Building Capacity to Lead a Community-Based Process.

Order CADCA's Strategizer 36, "Coalitions 102: Leadership: Sustaining the Momentum" visit cadca.org/shopcart or call 800-542-2322 ext 257 or download the PDF for free in the member-only section of CADCA's website.

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Recruiting Volunteers: Add Value to Your Coalition with Volunteers

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National Guard Counterdrug Governors' State Plans Program



At School with the Alabama National Guard Counterdrug Program

Partnership Opportunities for Coalitions to Work with the National Guard Counterdrug Program

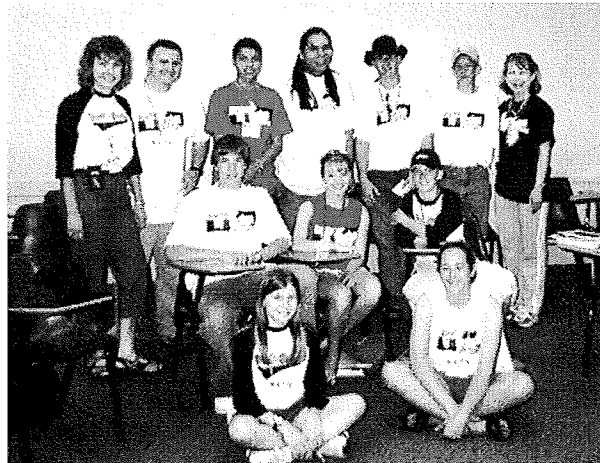
by April Brubach

Community anti-drug coalitions can gain access to a wide variety of free resources by partnering with their state Counterdrug Coordinator of the

National Guard Counterdrug Governors' State Plans Program. Available resources include educational materials, on- and off-site training and presentations for youth and adult audiences, mentoring services, conference support, facilities, equipment, supplies, and manpower. The National Guard Counterdrug Program seeks to eliminate the use, production, importation, and distribution of illegal drugs. One of its missions is drug demand reduction through the support of drug prevention programs within local communities.

There are many ongoing partnerships between the state National Guard Counterdrug Program and community anti-drug coalitions. The support of coalitions through these relationships helps sustain local prevention efforts. Examples of two geographically diverse organizations that currently benefit from this National Guard Counterdrug Program include South Dakota's Community Prevention City/County Alcohol & Drug Programs and Guam's Island Girl Power. The Directors of these efforts speak of the vital support they receive through the Program.

"The Guard has been a constant source of support and assistance in our prevention efforts", notes Sue Collins of South Dakota's Community Prevention, City/County Alcohol & Drug Programs. "Members of the Drug Demand Reduction unit, specifically SSgt Christine Pozorski and Sgt Kenneth Wheeler, attend meetings, offer technical assistance, and extend opportunities for the entire state of South Dakota to work together in our prevention efforts." Collins says that many coalitions and events in South Dakota were made possible by the contribution of the South Dakota National Guard Counterdrug Program, "We continue to value their expertise and competence and know that they will have up-to-date and accurate information in regard to drugs, alcohol and any new trends that are about to happen. We depend on the National Guard and appreciate their many and numerous efforts to sustain the work we do. Without them, prevention in this state would suffer."



South Dakota's Y2Y

Guam's Island Girl Power, a non-profit prevention education and positive alternatives program for girls, also appreciates all that the Guam National Guard Counterdrug Program has been willing to do for them. Juanita Blaz, Island Girl Power's Volunteer Program Director says, "Our work with the Guam Army National Guard has been very beneficial to our program. They have been very accommodating to every possible situation that has been presented. The ROPES Program was my first experience with the Counter Drug Program. They were asked to help us with our first all girl assembly in the southern most middle school. The assembly contained about 250 girls. They kept their attention and encouraged participation. All involved were very grateful for their presence."



Island Girl Power in Guam

What Coalitions Can Do: Community anti-drug coalitions that want to explore the options of support available through this National Guard Program should contact their state Counterdrug Coordinator to discuss the available resources. First, visit the National Guard Counterdrug Web

site and click on your state. The Web site will then list the phone number and email address for your state Counterdrug Coordinator. Call and take the next step in locating resources to help sustain your coalition's efforts.

Another way to connect with National Guard Counterdrug Program is through their network of training centers. Five regional centers offer an array of training suitable for community anti-drug coalitions. For example, the Northeast Counterdrug Training Center in Ft. Indiantown Gap, Pennsylvania has several free courses that may be of interest to community coalitions:

Coalition Building – The interactive course is designed to help communities launch, build, organize, market, and sustain their coalition.

Criminal Street Gang Identification - Acquaints the individual with the history and organization of gangs, legal definitions, identifiers, graffiti, hand signs, drug dealing activities, field interview reports, documentation and officer safety.

Drug Identification Seminar - Designed to train demand reduction professionals, health professionals and educators in the recognition of narcotics, controlled substances and over-the-counter substances that are commonly abused.

Grant Writing - Practical course that provides participants with the fundamental skills needed to research, develop, write and submit grant proposals. The course covers concepts of grant development, how to create the components of a grant, funding source research and identification and how to develop goals, objectives and an evaluation plan.

Pathways to Effective Programs and Positive Outcomes – A practitioner's guide to effective prevention. Designed to help participants become educated consumers so that they can work confidently and comfortably with anyone who can help them achieve and demonstrate their success.

Coalitions can explore the training and facilities available through the National Guard Counterdrug Program by visiting the website of the regional training center nearest their community:

Northeast Counterdrug Training Center (NCTC)
Ft. Indiantown Gap, PA & Camp Douglas, WI
www.counterdrug.org

Western Regional Counterdrug Training (WRCT)
Camp San Luis Obispo, CA
www.wrct.us

Midwest Counterdrug Training Center (NCTC)
Camp Dodge, IA
www.counterdrugtraining.com

Multijurisdictional Counterdrug Task Force Training (MCTFT)
St. Petersburg, FL
www.mctft.com

Regional Counterdrug Training Academy (RCTA)
Meridian NAS, Meridan, MS
www.rcta.org

The National Guard Counterdrug Governors' State Plans Program also plays a vital role in helping CADCA support community anti-drug coalitions. On a national level they have provided extensive conference and logistical support to CADCA. In addition, the Program's Northeast Counterdrug Training Center (NCTC) is a major partner in CADCA's National Coalition Institute's National Training Initiative. NCTC is the pilot training site for the Initiative and is providing lodging, logistics and instructional support to the first group of coalition trainees. CADCA, the Institute and local community anti-drug coalitions appreciate the dedication of the Counterdrug Staff and the quality and level of support offered by this National Guard Program.

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Federal Government Key Source to Combat Underage Drinking

By April Brubach

Alcohol is the drug most abused by teenagers in the United States. What can community anti-drug coalitions do to help alleviate the problem? The federal government could be one of your best resources.

The federal government dedicates over \$70 million a year to reduce and prevent underage drinking and has a number of programs in place to address this widespread problem. These programs offer everything from

scientific research to community and environmental intervention programs, and enforcement.

The majority of federal resources directed at reducing underage drinking are distributed through the U.S. Department of Health and Human Services (HHS). HHS implements underage drinking prevention through the National Institute of Alcohol Abuse and Alcoholism (NIAAA) and the Substance Abuse and Mental Health Services Administration (SAMHSA).

NIAAA focuses on funding and conducting scientific research on underage drinking. NIAAA also produces educational materials and has published a comprehensive review of strategies to reduce drinking on college campuses: *A Call to Action: Changing the Culture of Drinking at U.S. Colleges*.

SAMHSA provides technical assistance documents and funding to support education and awareness, community-based initiatives, guides and toolkits, and research. SAMHSA is currently promoting a specific prevention intervention entitled *Too Smart To Start*. This intervention was developed for implementation in the local community and focuses on 9- to 13-year-olds.

Several HHS divisions fund the Leadership to Keep Children Alcohol Free. This national campaign works with Governors' spouses to reduce alcohol use among youth aged 9 to 15. The campaign has produced a publication, entitled *Keep Kids Alcohol Free: Strategies for Action*, to help communities prevent alcohol use among youth.

Another government division that is working to reduce underage drinking is the Office of Juvenile Justice and Delinquency Prevention (OJJDP), which focuses on enforcement as a strategy to prevent and reduce underage drinking. The organization funds retail compliance initiatives, prevention programs, and the development of appropriate sanctions, treatment and rehabilitation services for juveniles. Designed to reduce availability and prevent consumption of alcoholic beverages by minor, OJJDP's Enforcing the Underage Drinking Laws Program makes funding available through block and discretionary grants. OJJDP also funds the Underage Drinking Enforcement Training Center. The Center provides science-based, practical, and effective training and technical assistance services to States and communities working to combat underage drinking through law enforcement and environmental policy change.

Focusing on drunk and drugged driving by youth, the National Highway Traffic Safety Administration (NHTSA) funds interventions and prevention

programs targeting zero tolerance for alcohol and drug use among youth. Funding is granted to state highway safety programs and through incentive grants. NHTSA has also funded the development of the Community How-to Guides on Underage Drinking Prevention.

Another resource for the reduction of underage drinking at universities is the Department of Education's Higher Education Center for Alcohol and Other Drug Prevention. The Center provides training and technical assistance to reduce drinking on college campuses and utilizes a mix of environmental management strategies. The Center also promotes innovative program development to improve student education, campus-based media campaigns, early intervention, treatment, recovery strategies, and enforcement.

In 2003, the National Academy of Science published a report that included a review of federal programs focusing on underage drinking: Reducing Underage Drinking: A Collective Responsibility. Three recommendations were made for improvement, including the establishment of a federal interagency coordinating committee on prevention of underage drinking, the establishment of a National Training and Research Center on Underage Drinking to provide technical assistance, training, and evaluation support and monitor progress in implementing national goals; and the issuance of an annual report on underage drinking to Congress summarizing all federal agency activities, progress in reducing underage drinking, and key surveillance data.

Based on the Academy's recommendations, a bipartisan group of Members of Congress introduced legislation in July 2004 that increases federal government leadership and coordination on underage drinking prevention efforts through a federal interagency coordinating committee. The legislation also funds a national media campaign on underage drinking aimed at adults; increases resources for communities and states to enhance underage drinking prevention efforts; and provides funding for additional research on underage drinking. While the legislation has not yet been acted upon, SAMHSA is currently chairing an Interagency Coordinating Committee (ICC) on Preventing Underage Drinking.

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